

TITLE LXIV PLANNING AND ZONING

CHAPTER 674 LOCAL LAND USE PLANNING AND REGULATORY POWERS

Capital Improvements Program

Section 674:5

674:5 Authorization. – In a municipality where the planning board has adopted a master plan, the local legislative body may authorize the planning board to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years. As an alternative, the legislative body may authorize the governing body of a municipality to appoint a capital improvement program committee, which shall include at least one member of the planning board and may include but not be limited to other members of the planning board, the budget committee, or the town or city governing body, **to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years.** The capital improvements program may encompass major projects being currently undertaken or future projects to be undertaken with federal, state, county and other public funds. **The sole purpose and effect of the capital improvements program shall be to aid the mayor or selectmen and the budget committee in their consideration of the annual budget.**

Source. 1983, 447:1. 2002, 90:1, eff. July 2, 2002.



TOWN OF RAYMOND

2020 Capital Improvement

Strategic & Immediate Recommendation

(November 5, 2019)

Town of Raymond Capital Improvement Analysis

Overall: The assessment of the of the Capital Improvement Plan identified the following program shortfalls:

1. Failure of the Town Hall to provide the Capital Improvement Committee an in-depth analysis of capital needs, accurate cost projections and realistic replacement timelines.
2. Capital Reserve Fund (CRF) Structure allows for Department priorities to take funding precedence over actual Town-wide priorities, restricts access to funds to address emergent needs and obligates funds to dormant or unattainable capital investment efforts.
3. Does not Capture the full scope of Capital needs with the largest liabilities of Road infrastructure and facilities going nearly unaddressed. In addition, the Town Cemeteries' capital needs are unaddressed
4. Funding levels do not match the projected needs and are creating a significant Capital Investment Deficit of over \$600,000.00 to \$700,000.00 per year compounding each year and further impacted due to inflation. (Assuming all Capital needs are captured)

Concerns and a Strategic Approach

Capital Improvement Plan Concerns; Based on the items identified above; it is the opinion of the Town Hall the current Capital Improvement Plan is not a reliable model to determine funding obligations.

Capital Improvement Plan Recommendations: It is recommended the Town Hall invest significant managerial efforts if 2020 to overhaul the Town's Capital Improvement Plan to:

1. Develop a Road Master Plan to revitalize all Town Roads over the next 10 years and return them to a maintenance cycle and place on a reliable funding cycle through the proscribed CRF.
2. Develop a Facility Master Plan to revitalize all Town Facilities over the next 20 years and break out all major parts of the facility infrastructure once revitalized and independently place each system on a maintenance cycle and place on a reliable funding cycle through the proscribed CRF.
3. Re-evaluate all municipal vehicle needs, exploit internal and cross department sharing or dual use capabilities to reduce overall cost, determine optimal replacement windows and place each vehicle on replacement cycle and place on a reliable funding cycle through the proscribed CRF.
4. Re-evaluate all municipal equipment needs, exploit internal and cross department sharing or dual use capabilities to reduce overall cost, determine optimal replacement windows and place each piece of equipment on replacement cycle and place on a reliable funding cycle through the proscribed CRF.
5. Develop a Technology Master Plan to properly scope and prioritize all Town Technology needs and place on a dependable upgrade or replacement cycle and place on a reliable funding cycle through the proscribed CRF.

6. Develop an Administrative Actions Master Plan (i.e. Master Plan, Re-Valuation) to properly scope and prioritize all major administrative obligations needs and place on a reliable funding cycle through the proscribed CRF.
7. Develop a Parks, Recreational Areas and Cemeteries Master Plan to properly scope and prioritize all major capital needs and place on a reliable funding cycle through the proscribed CRF.
8. Project all Town Capital Needs to 2040 with recommended funding

Capital Reserve Funds Concern; The organizational structure of the CRFs are predominantly broken down by Town Departments versus like categories and not prioritized by Town wide need. This organizational approach limits the use of these funds to address emergent Town-wide needs, has created a competitive environment between Departments for limited funds and has left some activities overfunded and other underfunded with the inability to transfer funds.

In addition, the by Department priorities at times can puts too broad of a scope in certain CRF, has created scenarios where items such as the Safety Complex updates get funded so low they never be fully funded. In addition to never being fully funded, the capital projects impacted by the above scenario still receive funding obligations which detracts from other capital efforts which diminishes the efficiency of the entire capital strategy.

Lastly, of the 18 CRFs, 3 either have been dormant because they have no definable capital Need (Recreation CRF) or have been so underfunded they offer no benefit to the capital initiative (Sidewalk CRF and Health Insurance CRF). These CRF are funded at \$27,810.24 in total, which is funding that cannot be used to address priorities from a wholistic Town-wide approach.

Capital Reserve Funds Recommendations: In addition to overhauling the Capital Improvement Plan, it is recommended a 2021 Warrant Article be brought forward to consolidate the use and funding of the CRFs to:

1. Town of Raymond Vehicles
2. Town of Raymond Equipment
3. Town of Raymond Facilities
4. Town of Raymond Road Infrastructure
5. Town of Raymond Administrations
6. Town of Raymond Technologies
7. Town of Raymond Parks, Cemeteries and Recreational Areas

2020 Capital Investment, Additional Funding Sources and Immediate Needs

2020 Capital Investment Funding; With the concerns regarding the it is recommended the Town **does not** seek an increase in Capital Funding through Taxation (the Capital Improvement Warrant Article). Instead it is recommended these funds be sought to address the immediate capital needs of the Town and sustain some level of funding to specified CRF (i.e. Fire Department).

It is recommended the primary focus of the 2020 Capital Improvement Warrant Article is to fund the General Government Buildings Maintenance & Improvements to remodel the Old Fire House into usable, energy efficient and code compliant Administrative Office Building. This action will not only address the majority of Town Hall Facility needs, save energy cost but could save an estimated \$500,000.00 in Capital funding by eliminating the Capital need to build a new Town Hall.

Below captures the Town's recommendation to the Capital Improvement Warrant Article and the recommended distribution.

Warrant Article X – Capital Improvements: (Not Validated by CIP Committee)

Shall the Town of Raymond vote to raise and appropriate the sum of **Three Hundred, Forty Five Thousand Dollars (\$345,000)** to be deposited into previously established Capital Reserve Funds (listed below) and to apportion this sum among the several funds as listed below, naming the Board of Selectmen as agents thereof?

General Government Buildings Maintenance & Improvements	\$ 120,000.00
Highway Department Vehicle Repair & Replacement	\$ 50,000.00
Highway Department Heavy Equipment	\$ 30,000.00
Bridge & Culvert	\$ 82,000.00
Sidewalks	\$ 0
Master Plan Updates	\$ 0
New Town Facilities	\$ 0
Library	\$ 0
Police Department & Dispatch Equipment, Vehicle, & Facilities	\$ 0
Fire Department Equipment and Vehicle	\$ 30,000.00
Recreation Department Equipment, Vehicles & Facilities	\$ 0
Parks Equipment & Facilities	<u>\$ 33,000.00</u>
TOTALS TO CAPITAL RESERVE FUND	\$ 345,000.00

Recommended by the

Recommended by the

Estimated 2020 Tax Impact: \$x.xxx

A New Funding Model

Invest Non-Tax Sources into Capital Improvements

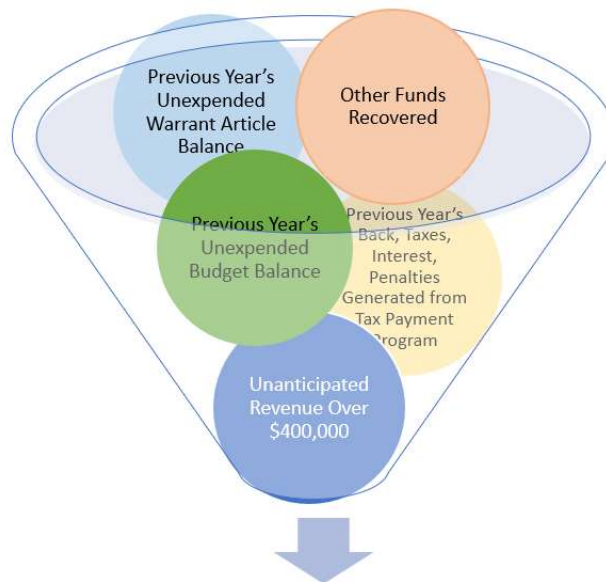
In order to address the Town's Capital Needs a new funding model is needed other than increasing taxes.

As highlighted, the Town very limitedly invests in major capital improvements in road infrastructure and facilities beyond basic sustainment. To address this issue the Board of Selectmen have adopted a \$400,000.00 dollar value goal with a 5% increase annually to grow the Unassigned Fund Balance and all excess funds available will be invested in Capital Needs.

The sources that are being obligated to bolster Capital Investment will come from additional funds derived from the previous year's unexpended Operational Budget appropriations, unexpended tax funded Warrant Article appropriations, revenue exceeding projections or other sources (i.e. The State Capital Grant) which exceed the \$400,000.00 goal.

Below are the Capital Funding Warrant Articles put forth by the Board of Selectmen.

How to Address Capital Needs Without Raising Taxes



Warrant Article X – Establish Road Revitalization Capital Reserve Fund: (New)

To see if the town will vote to establish a Road Revitalization Capital Reserve Fund under the provisions of RSA 35:1 for purpose of supporting the Town's five-year strategic initiative to upgrade and render safe the Town's road infrastructure systems and to raise and appropriate the sum of **Three Hundred Thousand Dollars (\$300,000.00)** to be placed in this fund. These funds are to be used in conjunction with the funds received from the Road Reconstruction fund to return the Town Roads to a maintainable condition. This sum is to come from the unassigned fund balance and no amount will be raised through future taxation. Further, to name the Board of Selectmen as agents to expend from said fund. (Majority Vote Required)

Recommended by the
Recommended by the
Estimated 2020 Tax Impact: \$0.000

Warrant Article X – Establish Facility Revitalization Fund: (New)

To see if the town will vote to establish a Facility Revitalization Capital Reserve Fund under the provisions of RSA 35:1 for purpose of supporting the Town's five-year strategic initiative to renovate and bring up the Town's facility infrastructure to code, safety and energy standards and to raise and appropriate the sum of **Two Hundred and Ninety Thousand Dollars (\$290,000.00)** to be placed in this fund. This sum is to come from the funds received from the State of New Hampshire's One-Time Municipal Infrastructure Grant paid in Budget Year's 2019 and 2020 and any amount of these funds deposited in the fund balance and no amount will be raised through future taxation. Further, to name the Board of Selectmen as agents to expend from said fund. (Majority Vote Required)

Recommended by the
Recommended by the
Estimated 2020 Tax Impact: \$0.000

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To see if the town will vote to establish a Road Revitalization Capital Reserve Fund under the provisions of RSA 35:1 for purpose of supporting the Town's five-year strategic initiative to upgrade and render safe the Town's road infrastructure systems and to raise and appropriate the sum of **Three Hundred Thousand Dollars (\$300,000.00)** to be placed in this fund. These funds are to be used in conjunction with the funds received from the Road Reconstruction fund to return the Town Roads to a maintainable condition. This sum is to come from the unassigned fund balance and no amount will be raised through future taxation. Further, to name the Board of Selectmen as agents to expend from said fund. (Majority Vote Required)

Recommended by the

Recommended by the

Estimated 2020 Tax Impact: \$0.000

Warrant Article X – Establish Facility Revitalization Fund: (New)

To see if the town will vote to establish a Facility Revitalization Capital Reserve Fund under the provisions of RSA 35:1 for purpose of supporting the Town's five-year strategic initiative to renovate and bring up the Town's facility infrastructure to code, safety and energy standards and to raise and appropriate the sum of **Two Hundred and Ninety Thousand Dollars (\$290,000.00)** to be placed in this fund. This sum is to come from the funds received from the State of New Hampshire's One-Time Municipal Infrastructure Grant paid in Budget Year's 2019 and 2020 and any amount of these funds deposited in the fund balance and no amount will be raised through future taxation. Further, to name the Board of Selectmen as agents to expend from said fund. (Majority Vote Required)

Recommended by the

Recommended by the

Estimated 2020 Tax Impact: \$0.000

The Facility Revitalization Warrant Article funds combined with the recommended funds identified in the General Government Buildings Maintenance & Improvements CRF in the Capital Improvement Warrant Article will fund the majority if not all of the remodel of the Old Fire House.

This strategy is estimated to increase Capital Funding from sources other than the Capital Improvement Warrant Article by \$720,000.00 in 2020 with no increase in Municipal Taxation.

1. Road funding increase of approximately \$300,000.00 (\$990,000.00 total)
2. Facility funding increase of approximately \$290,000.00 (\$500,000.00 total)
3. Water Capital increase of approximately \$130,000.00 (\$200,000.00 total)

Obligating Water Funds to Where They Are Needed the Most

In addition, the 2020 Water Department Operational Budget was reduced by \$139,240.00; \$130,000.00 of this reduction is recommended to be added to the Water Department Capital Improvement Warrant Article to raise the investment from \$70,000.00 to \$200,000.00 while still netting a cost reduction \$9,240.00 to the rate payers.

Below is the recommended Water Capital Improvement Warrant Article and its recommended distributions.

Warrant Article X – Capital Reserve Funds (Water Revenues):

Shall the Town of Raymond vote to raise and appropriate the sum of Two Hundred Thousand Dollars **(\$200,000.00)** to be deposited into previously established Capital Reserve Funds (listed below) and to apportion this sum among the several funds as listed below? These funds shall be paid by Water Revenues.

Construct, Repair & Maintain Town Water Treatment Facility	\$ 30,000
Water System Infrastructure	\$ 35,000
Water Storage Facilities	\$ 130,000
Water Department Utility Replace Vehicle	\$ 3,000
New Well Site Acquisitions	\$ 2,000
TOTAL	\$ 200,000

Recommended by the Board of Selectmen

Recommended by the

Estimated 2020 Tax Impact: \$0.000

Lastly, it is the intent of the Town to repeat this support funding strategy until the Town of Raymond's Capital Improvement Plan is funded at 100% and can be sustained by the Capital Improvement Warrant Article.



Town of Raymond

2020 CIP Analysis

&

2021 Appropriation
Package

Overview

- Bottomline Up Front
- “Going Back to the Drawing Board”; Overview of Work Performed
- Recommended Corrective Actions
- 2021 Capital Investment Strategy & Funding Distributions
- 2021 Total Capital Investment & Fiscal Projections

Overall Bottomline Up Front

- This Analysis is on **Vehicles & Equipment Only**; Recommended it be adopted and applied across all CIP
- Current Status of Town-Overall Vehicles & Equipment CIP Funding:
 - Over **\$200,000 Annual Deficit** Incurred each year between “Needs and Funding”
(Grows at a pace of approximately 3% each Year & is V&E Only)
 - Sporadic Collapse of V&E CIP projected by 2024
 - FD; Deficit in 2024; complete collapse in 2030
 - DPW; Complete Collapse in 2024
 - Parks; Deficit in 2033 (earlier when fields, parks and facilities are added)
 - HWY Equip; Partial Collapse in 2024-2029
 - PD; Complete Collapse in 2025 (earlier if equipment added)
 - Projected 10 Yr. Town-Wide V&E CIP Funding Forecast
 - Estimated **\$1.8M-\$2.2M** Deficit
- Overall Estimate of Town 10 Year CIP Forecast across all CIP Areas
 - **\$12.6M-\$14.4M Deficit**
- Town largest CIP liabilities (Roads, Bridges and Facilities) has been nearly undefined, underfunded or unfunded
- Current Multi-CRF Model is broken down by Department vs. Categories & cost **11%-16% more**
 - \$28,519 is dedicated to 3 CRFs with no defined need (covered later)



Overview of Work Performed

Established a Town Hall Capital Investment Working Group that *works collectively to deliver a unified and comprehensive recommendation to the CIP Committee*. Worked to conduct in depth analysis of Capital needs, identify funding strategies and overhaul the Town CIP Submission to CIP Committee a 16 Step Process (*this first round is specifically in the areas of Vehicles and Equipment*).

Overview of Work Performed

Step 1: Met as a Working Group to; validate previous [CIP Vehicle & Equipment](#) Submission, removed what is not valid, added in what was missing & overhauled the entire CIP document to outline an “Comprehensive & Actionable CIP Plan”

FIRE DEPARTMENT									
	FD Equipment & Vehicle CRF								\$0
1	1974 International Pumper Engine #1	2017	43 years	41					
3	1976 Forestry Tank & Pump Tank 2001	2019	17 years	14					\$0
3	1979 Forestry Tank & Pump Tank 2004	2019	15 years	11					\$0
4	2009 Tahoe - Fire Chief	2018	9 years	6				\$35,000	
5	1990 Pumper Engine #3	2020	30 years	25					\$0
5	2009 Rescue Boat	2019	10 years	6				\$20,000	
3	2006 Rescue 1 Van	2021	15 years	9					\$70,000
5	1994 Mack Tank #1	2024	30 years	21					\$0
5	1999 Tower 2	2024	25 years	16					\$0
4	2014 Dodge Ram Pick-up	2024	9 years	1					\$0
5	2006 Pumper Engine #4	2031	25 years	9	Available	#VALUE!			
3	Breathing Apparatus & Generator	Every 6 years	16yr/30yr		Balance (CRF)	#VALUE!			
	Annual CIP Requests Total					0	475,000	35,000	0
	Fire Department Equipment and Vehicle CRF				\$657,187	657,187		417,813	-\$487,813
	CIP RECOMMENDED BONDING CONSIDERATION								
	TOTAL CAPITAL NEED								
	CIP RECOMMENDED ANNUAL CRF APPROPR.								

Step 2: Developed a Capital Investment methodology that can be re-applied across all areas of capital investment categories:

- a) Town Vehicles & Equipment
- b) Town Facilities
- c) Town Road Infrastructure
- d) Town Water Infrastructure
- e) Town Parks and Cemeteries
- f) Town Technologies (includes a focus on modernization)
- g) Town Administrative Obligations
 - a) 5-Year Revaluation
 - b) 10 Year Master Improvement Plan

Overview of Work Performed

Step 3: Developed Inflation Models to best forecast current Vehicle and Equipment Cost across a 40 year period

Projected Repalcemnt Cost (+3% Projected Each Yr)							
Year	Vehicle 1	Vehicle 2	Vehicle 3	Vehicle 4	Vehicle 5	Vehicle 6	Cost
2020							
2021	409-DETAIL (5yr Cycle)						\$ 33,122.00
2022	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)	248-DET (5yr Cycle)				\$ 92,656.32
2023	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)	313-DET (5yr Cycle)				\$ 95,436.01
2024	941 SUP (4yr Cycle)	314 CHIEF-(5yr Cycle)					\$ 74,892.81
2025	375 LT (5yr Cycle)	174-ACO (8 Yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)			\$ 143,257.95
2026	409-DETAIL (5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)				\$ 115,192.43
2027	248-DET (5yr Cycle)						\$ 28,315.27
2028	313-DET (5yr Cycle)	941 SUP (4yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)			\$ 154,193.13
2029	314 CHIEF-(5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)				\$ 125,873.88
2030	375 LT (5yr Cycle)						\$ 35,925.60
2031	409-DETAIL (5yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)				\$ 133,539.59
2032	248-DET (5yr Cycle)	941 SUP (4yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)			\$ 173,545.73
2033	174-ACO (8 Yr Cycle)	313-DET (5yr Cycle)					\$ 81,579.82
2034	314 CHIEF-(5yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)				\$ 145,922.32
2035	375 LT (5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)				\$ 141,847.61
2036	409-DETAIL (5yr Cycle)	941 SUP (4yr Cycle)					\$ 106,779.24
2037	248-DET (5yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)				\$ 144,355.53
2038	313-DET (5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)				\$ 148,686.19
2039	314 CHIEF-(5yr Cycle)						\$ 56,387.99
2040	375 LT (5yr Cycle)	941 SUP (4yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)			\$ 226,541.61
2041	174-ACO (8 Yr Cycle)	409-DETAIL (5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)			\$ 239,979.54
2042	248-DET (5yr Cycle)						\$ 44,114.27
2043	313-DET (5yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)				\$ 172,368.05
2044	314 CHIEF-(5yr Cycle)	941 SUP (4yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)			\$ 266,003.02
2045	375 LT (5yr Cycle)						\$ 55,970.91
2046	409-DETAIL (5yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)				\$ 208,050.34
2047	248-DET (5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)				\$ 194,001.76
2048	313-DET (5yr Cycle)	941 SUP (4yr Cycle)					\$ 131,342.88
2049	174-ACO (8 Yr Cycle)	314 CHIEF-(5yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)			\$ 303,998.91
2050	375 LT (5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)				\$ 220,993.95
2051	409-DETAIL (5yr Cycle)						\$ 80,395.79
2052	248-DET (5yr Cycle)	941 SUP (4yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)			\$ 313,442.89
2053	313-DET (5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)				\$ 231,648.24
2054	314 CHIEF-(5yr Cycle)						\$ 87,850.65
2055	375 LT (5yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)				\$ 256,192.56
2056	409-DETAIL (5yr Cycle)	941 SUP (4yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)			\$ 379,256.70
2057	174-ACO (8 Yr Cycle)	248-DET (5yr Cycle)					\$ 165,834.98
2058	313-DET (5yr Cycle)	935-PATROL (3yr Cycle)	363-PATROL (3yr Cycle)				\$ 268,543.80
2059	314 CHIEF-(5yr Cycle)	369-PATROL (3yr Cycle)	002-PATROL (3yr Cycle)				\$ 305,528.94
2060	375 LT (5yr Cycle)	941 SUP (4yr Cycle)					\$ 199,362.81

409-DETAIL	935-PAT	002-PAT	363-PAT	369-PAT	314-CHIEF	248-DET	313-DET	375-LT	941-SUP
\$ 34,115.66	\$ 34,115.66	\$ 34,115.66	\$ 34,115.66	\$ 34,115.66	\$ 34,115.66	\$ 24,425.00	\$ 24,425.00	\$ 28,360.00	\$ 36,478.00
\$ 35,139.13	\$ 35,139.13	\$ 35,139.13	\$ 35,139.13	\$ 35,139.13	\$ 35,139.13	\$ 25,157.75	\$ 25,157.75	\$ 29,210.80	\$ 37,572.34
\$ 36,193.30	\$ 36,193.30	\$ 36,193.30	\$ 36,193.30	\$ 36,193.30	\$ 36,193.30	\$ 25,912.48	\$ 25,912.48	\$ 30,087.12	\$ 38,699.51
\$ 37,279.10	\$ 37,279.10	\$ 37,279.10	\$ 37,279.10	\$ 37,279.10	\$ 37,279.10	\$ 26,689.86	\$ 26,689.86	\$ 30,989.74	\$ 39,860.50
\$ 38,397.48	\$ 38,397.48	\$ 38,397.48	\$ 38,397.48	\$ 38,397.48	\$ 38,397.48	\$ 27,490.55	\$ 27,490.55	\$ 31,919.43	\$ 41,056.31
\$ 39,549.40	\$ 39,549.40	\$ 39,549.40	\$ 39,549.40	\$ 39,549.40	\$ 39,549.40	\$ 28,315.27	\$ 28,315.27	\$ 32,877.01	\$ 42,288.00
\$ 40,735.88	\$ 40,735.88	\$ 40,735.88	\$ 40,735.88	\$ 40,735.88	\$ 40,735.88	\$ 29,164.73	\$ 29,164.73	\$ 33,863.32	\$ 43,556.64
\$ 41,957.96	\$ 41,957.96	\$ 41,957.96	\$ 41,957.96	\$ 41,957.96	\$ 41,957.96	\$ 30,039.67	\$ 30,039.67	\$ 34,879.22	\$ 44,863.34
\$ 43,216.70	\$ 43,216.70	\$ 43,216.70	\$ 43,216.70	\$ 43,216.70	\$ 43,216.70	\$ 30,940.86	\$ 30,940.86	\$ 35,925.60	\$ 46,209.24
\$ 44,513.20	\$ 44,513.20	\$ 44,513.20	\$ 44,513.20	\$ 44,513.20	\$ 44,513.20	\$ 31,869.09	\$ 31,869.09	\$ 37,003.37	\$ 47,595.52
\$ 45,848.59	\$ 45,848.59	\$ 45,848.59	\$ 45,848.59	\$ 45,848.59	\$ 45,848.59	\$ 32,825.16	\$ 32,825.16	\$ 38,113.47	\$ 49,023.38
\$ 47,224.05	\$ 47,224.05	\$ 47,224.05	\$ 47,224.05	\$ 47,224.05	\$ 47,224.05	\$ 33,809.91	\$ 33,809.91	\$ 39,256.87	\$ 50,494.08
\$ 48,640.77	\$ 48,640.77	\$ 48,640.77	\$ 48,640.77	\$ 48,640.77	\$ 48,640.77	\$ 34,824.21	\$ 34,824.21	\$ 40,434.58	\$ 52,008.91
\$ 50,100.00	\$ 50,100.00	\$ 50,100.00	\$ 50,100.00	\$ 50,100.00	\$ 50,100.00	\$ 35,868.94	\$ 35,868.94	\$ 41,647.62	\$ 53,569.17
\$ 51,603.00	\$ 51,603.00	\$ 51,603.00	\$ 51,603.00	\$ 51,603.00	\$ 51,603.00	\$ 36,945.00	\$ 36,945.00	\$ 42,897.04	\$ 55,176.25
\$ 53,151.09	\$ 53,151.09	\$ 53,151.09	\$ 53,151.09	\$ 53,151.09	\$ 53,151.09	\$ 38,053.35	\$ 38,053.35	\$ 44,183.96	\$ 56,831.54
\$ 54,745.62	\$ 54,745.62	\$ 54,745.62	\$ 54,745.62	\$ 54,745.62	\$ 54,745.62	\$ 39,194.95	\$ 39,194.95	\$ 45,509.47	\$ 58,536.48
\$ 56,387.99	\$ 56,387.99	\$ 56,387.99	\$ 56,387.99	\$ 56,387.99	\$ 56,387.99	\$ 40,370.80	\$ 40,370.80	\$ 46,874.76	\$ 60,292.58
\$ 58,079.63	\$ 58,079.63	\$ 58,079.63	\$ 58,079.63	\$ 58,079.63	\$ 58,079.63	\$ 41,581.93	\$ 41,581.93	\$ 48,281.00	\$ 62,101.35
\$ 59,822.02	\$ 59,822.02	\$ 59,822.02	\$ 59,822.02	\$ 59,822.02	\$ 59,822.02	\$ 42,829.39	\$ 42,829.39	\$ 49,729.43	\$ 63,964.39
\$ 61,616.68	\$ 61,616.68	\$ 61,616.68	\$ 61,616.68	\$ 61,616.68	\$ 61,616.68	\$ 44,114.27	\$ 44,114.27	\$ 51,221.31	\$ 65,883.33
\$ 63,465.18	\$ 63,465.18	\$ 63,465.18	\$ 63,465.18	\$ 63,465.18	\$ 63,465.18	\$ 45,437.69	\$ 45,437.69	\$ 52,757.95	\$ 67,859.83
\$ 65,369.13	\$ 65,369.13	\$ 65,369.13	\$ 65,369.13	\$ 65,369.13	\$ 65,369.13	\$ 46,800.83	\$ 46,800.83	\$ 54,340.69	\$ 69,895.62
\$ 67,330.21	\$ 67,330.21	\$ 67,330.21	\$ 67,330.21	\$ 67,330.21	\$ 67,330.21	\$ 48,204.85	\$ 48,204.85	\$ 55,970.91	\$ 71,992.49
\$ 69,350.11	\$ 69,350.11	\$ 69,350.11	\$ 69,350.11	\$ 69,350.11	\$ 69,350.11	\$ 49,651.00	\$ 49,651.00	\$ 57,650.04	\$ 74,152.26
\$ 71,430.62	\$ 71,430.62	\$ 71,430.62	\$ 71,430.62	\$ 71,430.62	\$ 71,430.62	\$ 51,140.53	\$ 51,140.53	\$ 59,379.54	\$ 76,376.83
\$ 73,573.53	\$ 73,573.53	\$ 73,573.53	\$ 73,573.53	\$ 73,573.53	\$ 73,573.53	\$ 52,674.74	\$ 52,674.74	\$ 61,160.93	\$ 78,668.14
\$ 75,780.74	\$ 75,780.74	\$ 75,780.74	\$ 75,780.74	\$ 75,780.74	\$ 75,780.74	\$ 54,254.98	\$ 54,254.98	\$ 62,995.76	\$ 81,028.18
\$ 78,054.16	\$ 78,054.16	\$ 78,054.16	\$ 78,054.16	\$ 78,054.16	\$ 78,054.16	\$ 55,882.63	\$ 55,882.63	\$ 64,885.63	\$ 83,459.03
\$ 80,395.79	\$ 80,395.79	\$ 80,395.79	\$ 80,395.79	\$ 80,395.79	\$ 80,395.79	\$ 57,559.11	\$ 57,559.11	\$ 66,832.20	\$ 85,962.80
\$ 82,807.66	\$ 82,807.66	\$ 82,807.66	\$ 82,807.66	\$ 82,807.66	\$ 82,807.66	\$ 59,285.89	\$ 59,285.89	\$ 68,837.16	\$ 88,541.68
\$ 85,291.89	\$ 85,291.89	\$ 85,291.89	\$ 85,291.89	\$ 85,291.89	\$ 85,291.89	\$ 61,064.46	\$ 61,064.46	\$ 70,902.28	\$ 91,197.93
\$ 87,850.65	\$ 87,850.65	\$ 87,850.65	\$ 87,850.65	\$ 87,850.65	\$ 87,850.65	\$ 62,896.40	\$ 62,896.40	\$ 73,029.35	\$ 93,933.87
\$ 90,486.17	\$ 90,486.17	\$ 90,486.17	\$ 90,486.17	\$ 90,486.17	\$ 90,486.17	\$ 64,783.29	\$ 64,783.29	\$ 75,220.23	\$ 96,751.88
\$ 93,200.75	\$ 93,200.75	\$ 93,200.75	\$ 93,200.75	\$ 93,200.75	\$ 93,200.75	\$ 66,726.79	\$ 66,726.79	\$ 77,476.83	\$ 99,654.44
\$ 95,996.77	\$ 95,996.77	\$ 95,996.77	\$ 95,996.77	\$ 95,996.77	\$ 95,996.77	\$ 68,728.59	\$ 68,728.59	\$ 79,801.14	\$ 102,644.07
\$ 98,876.68	\$ 98,876.68	\$ 98,876.68	\$ 98,876.68	\$ 98,876.68	\$ 98,876.68	\$ 70,790.45	\$ 70,790.45	\$ 82,195.17	\$ 105,723.40
\$ 101,842.98	\$ 101,842.98	\$ 101,842.98	\$ 101,842.98	\$ 101,842.98	\$ 101,842.98	\$ 72,914.16	\$ 72,914.16	\$ 84,661.03	\$ 108,895.10
\$ 104,898.27	\$ 104,898.27	\$ 104,898.27	\$ 104,898.27	\$ 104,898.27	\$ 104,898.27	\$ 75,101.59	\$ 75,101.59	\$ 87,200.86	\$ 112,161.95

Overview of Work Performed

Step 4: Identified replacement cycles for each newly validated vehicle or equipment

Step 5: Overlaid the Current Funding Model over the identified need to verify effectiveness or shortfalls

Fire Department Vehicles and Equipment (20 Year Cycle Assumption)							Funding/Replacement Cycle A
Year	Vehicle	Cost	Funding CIP WA	Funding Revtilization WA	Starting CRF	Ending	
2020	Engine	\$ 650,000.00			\$ 821,730.94	\$ 171,730.94	
2021			\$ 100,000.00		\$ 271,730.94	\$ 271,730.94	
2022			\$ 103,000.00		\$ 374,730.94	\$ 374,730.94	
2023			\$ 106,090.00		\$ 480,820.94	\$ 480,820.94	
2024	Tanker	\$ 700,000.00	\$ 109,272.70		\$ 590,093.64	\$ (109,906.36)	
2025			\$ 112,550.88		\$ 2,644.52	\$ 2,644.52	
2026	Rescue Van	\$ 100,000.00	\$ 115,927.41		\$ 118,571.93	\$ 18,571.93	
2027			\$ 119,405.23		\$ 137,977.16	\$ 137,977.16	
2028			\$ 122,987.39		\$ 260,964.54	\$ 260,964.54	
2029			\$ 126,677.01		\$ 387,641.55	\$ 387,641.55	
2030	Tower 2	\$ 1,250,000.00	\$ 130,477.32		\$ 518,118.87	\$ (731,881.13)	
2031	Engine 4	\$ 800,000.00	\$ 134,391.64		\$ (597,489.49)	\$ (1,397,489.49)	
2032			\$ 138,423.39		\$ (1,259,066.10)	\$ (1,259,066.10)	
2033			\$ 142,576.09		\$ (1,116,490.02)	\$ (1,116,490.02)	
2034			\$ 146,853.37		\$ (969,636.64)	\$ (969,636.64)	
2035			\$ 151,258.97		\$ (818,377.67)	\$ (818,377.67)	
2036			\$ 155,796.74		\$ (662,580.93)	\$ (662,580.93)	
2037			\$ 160,470.64		\$ (502,110.29)	\$ (502,110.29)	
2038			\$ 165,284.76		\$ (336,825.52)	\$ (336,825.52)	
2039			\$ 170,243.31		\$ (166,582.22)	\$ (166,582.22)	
2040	Engine	\$ 1,173,972.30	\$ 175,350.61		\$ 8,768.39	\$ (1,165,203.91)	
2041			\$ 180,611.12		\$ (984,592.79)	\$ (984,592.79)	

Overview of Work Performed

Step 6: Developed the [Recommended Funding Models](#) to ensure the funding of CIP without spiking taxes tax rate or depleting unassigned fund balance (Revitalization Warrant Articles)

Step 7: Identified additional funding support activities to reduce the fiscal burden on CIP investment (i.e. Detail Funds)

Step 8: Developed managerial practices to ensure the sustainability of funding support programs (i.e. increasing Detail Fees)

PD Vehicles (3 Year Replacement Cycle)												
Year	Vehicle	Cost A	Cost B	Cost C	Cost D	Cost E	Cost F	Funding CIP WA	Funding Revitalization WA	Detail Fund Offset +5%	Starting CRF	Ending
2020											\$ 211,525.10	\$ 211,525.10
2021	409-DETAIL	\$ 33,122.00						\$ 10,300.00	\$ 25,200.00	\$ 33,122.00	\$ 247,025.10	\$ 334,025.10
2022	935-PAT, 363 PAT, 248 DET	\$ 34,115.66	\$ 34,115.66	\$ 24,425.00				\$ 10,609.00	\$ 25,956.00	\$ 34,778.10	\$ 405,368.20	\$ 312,711.88
2023	002-PAT, 369-PAT, 313-DET	\$ 35,139.13	\$ 35,139.13	\$ 25,157.75				\$ 10,927.27	\$ 26,734.68	\$ 36,517.01	\$ 386,890.84	\$ 291,454.83
2024	941-SUP, 314-CHIEF (Limit of Funds if only Detail Funds are Used)	\$ 38,699.51	\$ 36,193.30					\$ 11,255.09	\$ 27,536.72	\$ 38,342.86	\$ 368,589.49	\$ 293,696.68
2025	375-LT, 174-ACO, 935 PAT, 363-PAT	\$ 30,989.74	\$ 37,710.01	\$ 37,279.10	\$ 37,279.10			\$ 11,592.74	\$ 28,362.82	\$ 40,260.00	\$ 373,912.24	\$ 230,654.28
2026	409-DETAIL, 002-PAT, 369-PAT,	\$ 38,397.48	\$ 38,397.48	\$ 38,397.48				\$ 11,940.52	\$ 29,213.71	\$ 42,273.00	\$ 314,081.51	\$ 198,889.08
2027	248-DET	\$ 28,315.27						\$ 12,298.74	\$ 30,090.12	\$ 44,386.65	\$ 285,664.59	\$ 257,349.32
2028	313-DET, 941-SUP, 935 PAT, 363-PAT	\$ 29,164.73	\$ 43,556.64	\$ 40,735.88	\$ 40,735.88			\$ 12,667.70	\$ 30,992.82	\$ 46,605.98	\$ 347,615.82	\$ 193,422.69
2029	314-CHIEF, 002-PAT, 369-PAT	\$ 41,957.96	\$ 41,957.96	\$ 41,957.96				\$ 13,047.73	\$ 31,922.61	\$ 48,936.28	\$ 287,329.31	\$ 161,455.43
2030	375-LT	\$ 35,925.60						\$ 13,439.16	\$ 32,880.28	\$ 51,383.09	\$ 259,157.97	\$ 223,232.37
2031	409-DETAIL, 935 PAT, 363-PAT (Limits of Funds w/WA's & Detail in PD CRF)	\$ 44,513.20	\$ 44,513.20	\$ 44,513.20				\$ 13,842.34	\$ 33,866.69	\$ 53,952.25	\$ 324,893.65	\$ 191,354.06
2032	248-DET, 941-SUP, 002-PAT, 369-PAT	\$ 37,825.16	\$ 49,023.38	\$ 45,848.59	\$ 45,848.59			\$ 14,257.61	\$ 34,882.69	\$ 56,649.86	\$ 297,144.22	\$ 173,598.49

Overview of Work Performed

Step 9: Took all the data and mapped each CRF out over 2-3 replacement cycles or 40 years (to 2061)

Fire Department Vehicles and Equipment (20 Year Cycle Assumption)									
Year	Vehicle	Cost	Funding CP WA	Funding Revitalization WA	Starting CRF	Ending			
2020	Engine	\$ 650,000.00			\$ 821,730.94	\$ 171,730.94			
2021			\$ 100,000.00	\$ 130,000.00	\$ 401,730.94	\$ 401,730.94			
2022			\$ 100,000.00	\$ 130,000.00	\$ 634,730.94	\$ 634,730.94			
2023			\$ 100,000.00	\$ 130,000.00	\$ 864,730.94	\$ 864,730.94			
2024	Tanker	\$ 700,000.00							
2025									
2026	Rescue Van	\$ 100,000.00							
2027									
2028									
2029									
2030	Tower 2	\$ 1,250,000.00							
2031	Engine 4	\$ 800,000.00							
2032									
2033									
2034									
2035									
2036									
2037									
2038									
2039									
2040	Engine	\$ 1,175,972.30							
2041									
2042									
2043									
2044	Tanker	\$ 1,264,277.86							
2045									
2046	Rescue Van	\$ 180,611.12							
2047									
2048									
2049									
2050	Tower 2	\$ 2,257,639.04							
2051	Engine 4	\$ 1,444,888.99							
2052									
2053									
2054									
2055									
2056									
2057									
2058									
2059									
2060	Engine	\$ 2,120,324.56							
2061									

Parks Vehicles and Equipment (12 Year Cycle Assumption)									
Year	Vehicle	Cost A	Cost B	Funding CP WA	Funding Revitalization WA	Starting CRF	Ending		
2020	Parks Truck & Tractor	\$ 86,000.00	\$ 48,000.00		\$ 5,000.00	\$ 173,234.44	\$ 39,234.44		
2021	Mower	\$ 18,500.00			\$ 5,000.00	\$ 55,409.94	\$ 36,909.94		
2022					\$ 5,000.00	\$ 53,420.71	\$ 53,420.71		
2023					\$ 5,000.00	\$ 70,276.79	\$ 70,276.79		
2024	Grooming Machine	\$ 7,000.00			\$ 12,211.21				
2025									
2026									
2027									
2028									
2029									
2030									
2031									
2032									
2033									
2034									
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2036									
2037	Parks Truck & Tractor	\$ 191,051.96							
2038	Mower	\$ 26,376.58							
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2061									

HWY Equipment (20 Year Cycle Assumption)									
Year	Vehicle	Cost A	Cost B	Funding CP WA	Funding Revitalization WA	Starting CRF	Ending		
2020						\$ 300,901.36	\$ 300,901.36		
2021									
2022	Loader	\$ 210,000.00			\$ 45,000.00	\$ 30,000.00	\$ 375,901.36		
2023	Tractor (Road Side Mower)	\$ 85,000.00			\$ 46,350.00	\$ 30,000.00	\$ 452,251.36		
2024	Escavator	\$ 280,000.00			\$ 47,740.50	\$ 30,000.00	\$ 319,991.86		
2025	Hopt Box	\$ 30,000.00			\$ 49,172.72	\$ 30,000.00	\$ 314,164.58		
2026	Chippier	\$ 70,000.00			\$ 50,647.90		\$ 84,812.47		
2027	Light Tower	\$ 10,000.00			\$ 52,123.22		\$ 106,676.80		
2028									
2029									
2030									
2031									
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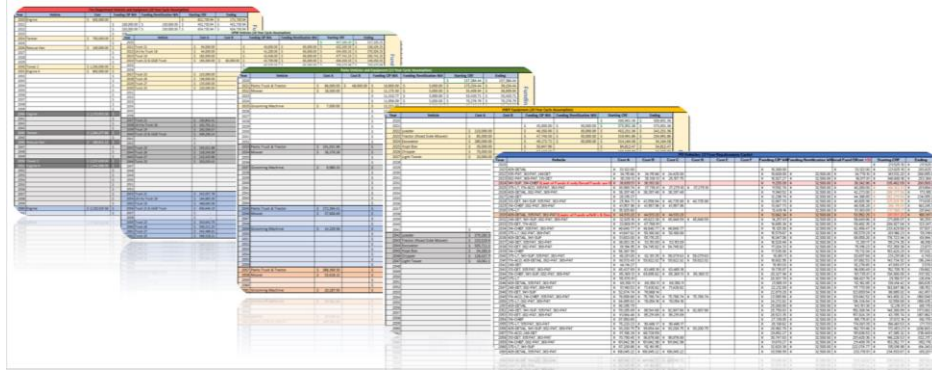
PD Vehicles (3 Year Repalcemne Cycle)										
Year	Vehicle	Cost A	Cost B	Cost C	Cost D	Cost E	Cost F	Funding CP WAFunding Revitalization WAFuel Fund Offset +5%	Starting CRF	Ending
2020									\$ 211,525.10	\$ 211,525.10
2021	409-DETAIL	\$ 33,122.00						\$ 10,300.00	\$ 221,825.10	\$ 263,625.10
2022	335-PAT, 363-PAT, 248-DET	\$ 34,115.66	\$ 34,115.66	\$ 24,425.00				\$ 10,609.00	\$ 361,512.20	\$ 368,855.88
2023	002-PAT, 363-PAT, 313-DET	\$ 35,133.13	\$ 35,133.13	\$ 25,157.75				\$ 10,927.27	\$ 348,800.16	\$ 253,364.15
2024	941-SUP, 314-CHEF (Limit of Funds if only Detail Funds are U	\$ 36,693.51	\$ 36,193.30					\$ 11,255.03	\$ 335,462.09	\$ 260,569.27
2025	375-LT, 174-ACD, 335-PAT, 363-PAT	\$ 30,369.74	\$ 37,710.01	\$ 37,279.10	\$ 37,279.10			\$ 11,532.74	\$ 344,522.01	\$ 201,664.06
2026	409-DETAL, 002-PAT, 363-PAT,	\$ 38,357.48	\$ 38,357.48	\$ 38,357.48				\$ 11,940.52	\$ 288,377.58	\$ 173,165.15
2027	248-DET	\$ 28,315.27						\$ 12,296.74	\$ 48,366.65	\$ 234,055.27
2028	313-DET, 941-SUP, 335-PAT, 363-PAT	\$ 29,164.73	\$ 43,556.64	\$ 40,735.68	\$ 40,735.68			\$ 12,667.70	\$ 46,805.98	\$ 171,635.62
2029	314-CHEF, 002-PAT, 363-PAT	\$ 41,957.96	\$ 41,957.96	\$ 41,957.96				\$ 13,047.73	\$ 48,336.28	\$ 140,245.96
2030	375-LT	\$ 35,325.60						\$ 13,439.16	\$ 51,363.09	\$ 201,642.61
2031	409-DETAIL, 335-PAT, 363-PAT (Limits of Funds w/VA's & Data	\$ 44,513.20	\$ 44,513.20	\$ 44,513.20				\$ 13,842.34	\$ 53,952.25	\$ 301,337.20
2032	248-DET, 941-SUP, 002-PAT, 363-PAT	\$ 32,825.16	\$ 49,023.38	\$ 45,848.53	\$ 45,848.53			\$ 14,257.61	\$ 56,643.96	\$ 271,805.07
2033	313-DET, 174-ACD	\$ 33,809.91	\$ 47,769.91					\$ 14,685.34	\$ 59,482.35	\$ 204,327.04
2034	314-CHEF, 335-PAT, 363-PAT	\$ 48,640.77	\$ 48,640.77	\$ 48,640.77				\$ 15,125.30	\$ 62,456.47	\$ 233,429.58
2035	375-LT, 002-PAT, 363-PAT	\$ 41,647.62	\$ 50,100.00	\$ 50,100.00				\$ 15,573.87	\$ 66,573.25	\$ 201,865.23
2036	409-DETAIL, 941-SUP	\$ 51,603.00	\$ 55,176.25					\$ 16,047.06	\$ 68,658.26	\$ 176,723.94
2037	248-DET, 335-PAT, 363-PAT	\$ 38,053.35	\$ 53,151.09	\$ 53,151.09				\$ 16,528.48	\$ 72,301.17	\$ 191,274.35
2038	313-DET, 002-PAT, 363-PAT	\$ 39,194.95	\$ 54,745.62	\$ 54,745.62				\$ 17,024.33	\$ 75,316.23	\$ 172,359.38
2039	314-CHEF	\$ 58,387.99						\$ 17,536.06	\$ 79,712.04	\$ 153,420.29
2040	375-LT, 941-SUP, 335-PAT, 363-PAT	\$ 48,201.00	\$ 62,101.35	\$ 58,079.63	\$ 58,079.63			\$ 18,061.11	\$ 63,687.64	\$ 231,291.06
2041	174-ACD, 409-DETAIL, 002-PAT, 363-PAT	\$ 60,515.49	\$ 59,822.02	\$ 59,822.02	\$ 59,822.02			\$ 18,602.35	\$ 77,892.53	\$ 143,734.32
2042	248-DET	\$ 44,114.27						\$ 19,161.03	\$ 92,276.65	\$ 47,693.07
2043	313-DET, 335-PAT, 363-PAT	\$ 45,437.69	\$ 63,465.18	\$ 63,465.18				\$ 19,735.87	\$ 96,890.49	\$ 152,705.15
2044	314-CHEF, 941-SUP, 002-PAT, 363-PAT	\$ 65,369.13	\$ 69,895.62	\$ 65,369.13	\$ 65,369.13			\$ 20,327.94	\$ 101,735.01	\$ 134,900.05
2045	375-LT	\$ 55,370.91						\$ 20,937.78	\$ 106,321.76	\$ 23,585.71
2046	409-DETAIL, 335-PAT, 363-PAT	\$ 69,350.11	\$ 69,350.11	\$ 69,350.11				\$ 21,585.91	\$ 112,862.85	\$ 139,414.42
2047	248-DET, 002-PAT, 363-PAT	\$ 51,140.53	\$ 71,430.62	\$ 71,430.62				\$ 22,212.89	\$ 117,770.39	\$ 103,847.36
2048	313-DET, 941-SUP	\$ 52,674.74	\$ 78,668.14					\$ 22,879.28	\$ 123,653.54	\$ 88,895.02
2049	174-ACD, 314-CHEF, 335-PAT, 363-PAT	\$ 76,656.68	\$ 75,780.74	\$ 75,780.74	\$ 75,780.74			\$ 23,565.66	\$ 129,842.52	\$ 143,450.32
2050	375-LT, 002-PAT, 363-PAT	\$ 64,985.63	\$ 78,054.16	\$ 78,054.16				\$ 24,212.52	\$ 136,334.64	\$ 32,656.69
2051	409-DETAIL, 335-PAT, 363-PAT	\$ 80,395.79						\$ 25,000.80	\$ 143,161.38	\$ 126,916.91
2052	248-DET, 941-SUP, 335-PAT, 363-PAT	\$ 59,285.89	\$ 88,541.68	\$ 82,807.66	\$ 82,807.66			\$ 25,750.83	\$ 150,380.34	\$ 140,380.89
2053	313-DET, 002-PAT, 363-PAT	\$ 61,064.46	\$ 85,291.89	\$ 85,291.89				\$ 26,523.35	\$ 157,824.39	\$ 43,785.74
2054	314-CHEF	\$ 87,850.65						\$ 27,319.05	\$ 165,715.61	\$ 17,672.16
2055	375-LT, 335-PAT, 363-PAT	\$ 75,220.23	\$ 90,486.17	\$ 90,486.17				\$ 28,138.62	\$ 174,601.39	\$ 164,461.53
2056	409-DETAIL, 941-SUP, 002-PAT, 363-PAT	\$ 93,200.75	\$ 99,654.44	\$ 93,200.75	\$ 93,200.75			\$ 28,982.78	\$ 182,701.46	\$ 172,453.21
2057	174-ACD, 248-DET	\$ 97,106.39	\$ 68,728.53					\$ 29,852.27	\$ 191,836.53	\$ 47,395.32
2058	313-DET, 335-PAT, 363-PAT	\$ 70,790.45	\$ 98,876.68	\$ 98,876.68				\$ 30,747.83	\$ 201,428.36	\$ 1

Overview of Work Performed

Step 10: Combined figures of each CRF to isolate Town-wide funding shortfalls or surpluses across 40-years using [Current Funding Model](#) and [Current Multi-CRF Model](#):

- \$345,000 Annual CIP Warrant Article
- Approximately \$200,000 dedicated to Vehicles & Equipment
- 3% Annual Increase
- Using a Multi-CRF Strategy

Overview of Work Performed



Year	FD Ending	DPW Ending	Parks Ending	HWY Equip Ending	PD Ending	CRF Totals
2020	\$ 171,730.94	\$ 317,105.25	\$ 157,384.44	\$ 300,901.36	\$ 211,525.10	\$ 1,158,647.09
2021	\$ 271,730.94	\$ 263,105.25	\$ 34,234.44	\$ 345,901.36	\$ 211,525.10	\$ 1,126,497.09
2022	\$ 374,730.94	\$ 240,305.25	\$ 26,909.94	\$ 182,251.36	\$ 153,646.88	\$ 977,844.37
2023	\$ 480,820.94	\$ 100,741.25	\$ 38,420.71	\$ 144,991.86	\$ 94,727.88	\$ 859,702.63
2024	\$ (109,906.36)	\$ (110,549.67)	\$ 50,276.79	\$ (85,835.43)	\$ 58,177.92	\$ (197,836.75)
2025	\$ 2,644.52	\$ (65,529.32)	\$ 55,488.56	\$ (65,187.53)	\$ (44,820.04)	\$ (117,403.80)
2026	\$ 18,571.93	\$ (19,158.35)	\$ 68,066.69	\$ (83,020.20)	\$ (117,739.47)	\$ (133,279.40)
2027	\$ 137,977.16	\$ (186,396.26)	\$ 81,022.15	\$ (39,287.84)	\$ (101,668.09)	\$ (108,352.88)
2028	\$ 260,964.54	\$ (273,201.31)	\$ 94,366.29	\$ 16,056.48	\$ (209,255.24)	\$ (111,069.24)
2029	\$ 387,641.55	\$ (355,530.50)	\$ 108,110.74	\$ 73,061.14	\$ (286,192.84)	\$ (72,909.91)
2030	\$ (731,881.13)	\$ (523,339.58)	\$ 122,267.53	\$ 131,775.93	\$ (270,735.34)	\$ (1,271,912.59)
2031	\$ (1,397,489.49)	\$ (469,582.92)	\$ 136,849.02	\$ 192,252.17	\$ (350,322.69)	\$ (1,888,293.91)
2032	\$ (1,259,066.10)	\$ (414,213.57)	\$ 151,867.96	\$ 254,542.69	\$ (467,218.56)	\$ (1,734,087.58)
2033	\$ (1,116,490.02)	\$ (357,183.13)	\$ (23,714.49)	\$ 318,701.93	\$ (489,316.03)	\$ (1,668,001.74)
2034	\$ (969,636.64)	\$ (298,441.78)	\$ (34,157.48)	\$ 384,785.95	\$ (572,781.88)	\$ (1,490,231.84)
2035	\$ (818,377.67)	\$ (237,938.19)	\$ (17,745.88)	\$ 452,852.48	\$ (649,050.19)	\$ (1,270,259.45)
2036	\$ (662,580.93)	\$ (175,619.50)	\$ (841.93)	\$ 522,961.02	\$ (686,971.18)	\$ (1,003,052.52)
2037	\$ (502,110.29)	\$ (262,273.65)	\$ 6,588.81	\$ 595,172.81	\$ (759,025.53)	\$ (921,647.85)
2038	\$ (336,825.52)	\$ (298,860.95)	\$ 24,522.20	\$ 669,550.95	\$ (831,795.50)	\$ (773,408.82)
2039	\$ (166,582.22)	\$ (522,820.20)	\$ 42,993.60	\$ 746,160.44	\$ (808,471.44)	\$ (708,719.82)
2040	\$ (1,165,203.91)	\$ (861,880.10)	\$ 62,019.14	\$ 825,068.21	\$ (951,315.41)	\$ (2,091,312.07)
2041	\$ (984,592.79)	\$ (789,635.65)	\$ 81,615.45	\$ 906,343.22	\$ (1,103,412.42)	\$ (1,889,682.20)
2042	\$ (798,563.33)	\$ (715,223.87)	\$ 101,799.64	\$ 610,773.11	\$ (1,055,250.04)	\$ (1,856,464.48)
2043	\$ (606,952.99)	\$ (983,591.62)	\$ 122,589.37	\$ 543,478.31	\$ (1,130,727.60)	\$ (2,055,204.53)
2044	\$ (1,673,872.21)	\$ (1,122,888.23)	\$ 144,002.78	\$ 126,578.56	\$ (1,294,995.61)	\$ (3,821,174.71)
2045	\$ (1,470,592.79)	\$ (1,255,002.42)	\$ (106,335.81)	\$ 163,870.96	\$ (1,244,144.76)	\$ (3,912,204.84)
2046	\$ (1,441,826.13)	\$ (1,524,286.72)	\$ (121,225.01)	\$ 131,663.18	\$ (1,340,032.25)	\$ (4,295,706.94)
2047	\$ (1,226,167.00)	\$ (1,438,023.07)	\$ (97,826.00)	\$ 210,648.67	\$ (1,416,263.02)	\$ (3,967,630.42)
2048	\$ (1,004,038.10)	\$ (1,349,171.51)	\$ (73,725.01)	\$ 310,606.68	\$ (1,423,946.36)	\$ (3,540,274.30)
2049	\$ (775,245.33)	\$ (1,257,654.41)	\$ (63,130.56)	\$ 413,563.42	\$ (1,598,102.74)	\$ (3,280,569.61)
2050	\$ (2,797,227.82)	\$ (1,163,391.79)	\$ (37,561.82)	\$ 519,608.87	\$ (1,682,762.05)	\$ (5,161,334.61)
2051	\$ (3,999,390.56)	\$ (1,066,301.29)	\$ (11,226.02)	\$ 628,835.68	\$ (1,620,006.47)	\$ (6,068,088.66)
2052	\$ (3,749,382.53)	\$ (966,298.07)	\$ 15,899.85	\$ 741,339.30	\$ (1,783,140.41)	\$ (5,741,581.87)
2053	\$ (3,491,874.25)	\$ (1,105,352.54)	\$ 43,839.50	\$ 857,218.02	\$ (1,856,964.26)	\$ (5,553,133.54)
2054	\$ (3,226,640.73)	\$ (1,164,064.43)	\$ 72,617.33	\$ 976,573.11	\$ (1,779,099.30)	\$ (5,120,614.02)
2055	\$ (2,953,450.20)	\$ (1,523,453.28)	\$ 102,528.51	\$ 1,099,508.85	\$ (1,861,290.47)	\$ (5,136,426.60)
2056	\$ (2,672,063.95)	\$ (2,067,544.88)	\$ 132,788.91	\$ 1,226,132.66	\$ (2,057,845.71)	\$ (5,438,532.98)
2057	\$ (2,382,236.12)	\$ (1,951,613.75)	\$ (224,134.06)	\$ 1,356,555.18	\$ (2,031,844.16)	\$ (5,233,272.91)
2058	\$ (2,083,713.45)	\$ (1,832,204.68)	\$ (245,362.50)	\$ 1,490,890.38	\$ (2,098,959.60)	\$ (4,769,349.86)
2059	\$ (1,776,235.11)	\$ (2,262,856.14)	\$ (212,001.10)	\$ 1,629,255.64	\$ (2,192,988.76)	\$ (4,814,825.46)
2060	\$ (3,579,856.97)	\$ (2,486,386.31)	\$ (177,638.86)	\$ 1,771,771.85	\$ (2,170,276.80)	\$ (6,642,387.09)
2061	\$ (3,253,653.19)	\$ (2,698,390.81)	\$ (162,533.70)	\$ 1,918,563.55	\$ (2,261,233.94)	\$ (6,457,248.09)

Overview of Work Performed

Step 11: Ran the figures of the Current Funding Model with Current Multi-CRFs Model to determine **needed increase** in Vehicle and Equipment funding

199% Increase required
(+\$204,508) in 2021
for V&E alone
Increases 3% a year

	Current Model Shortfall; CIP Model Multiple CRFs			
	Current CIP WA Rec	Add CIP Funding Need	Total Needed	Increase Needed
2020	\$ -	\$ -	\$ -	
2021	\$ 206,150.00	\$ 204,580.00	\$ 410,730.00	199.24%
2022	\$ 212,334.50	\$ 210,717.40	\$ 423,051.90	199.24%
2023	\$ 218,704.54	\$ 217,038.92	\$ 435,743.46	199.24%
2024	\$ 225,265.67	\$ 223,550.09	\$ 448,815.76	199.24%
2025	\$ 232,023.64	\$ 230,256.59	\$ 462,280.23	199.24%
2026	\$ 238,984.35	\$ 237,164.29	\$ 476,148.64	199.24%
2027	\$ 246,153.88	\$ 244,279.22	\$ 490,433.10	199.24%
2028	\$ 253,538.50	\$ 226,364.43	\$ 479,902.93	189.28%
2029	\$ 261,144.65	\$ 233,155.37	\$ 494,300.02	189.28%
2030	\$ 268,978.99	\$ 240,150.03	\$ 509,129.02	189.28%
2031	\$ 277,048.36	\$ 247,354.53	\$ 524,402.89	189.28%
2032	\$ 285,359.81	\$ 254,775.17	\$ 540,134.98	189.28%
2033	\$ 293,920.61	\$ 262,418.42	\$ 556,339.03	189.28%
2034	\$ 302,738.23	\$ 270,290.97	\$ 573,029.20	189.28%
2035	\$ 311,820.37	\$ 278,399.70	\$ 590,220.07	189.28%
2036	\$ 321,174.98	\$ 286,751.69	\$ 607,926.68	189.28%
2037	\$ 330,810.23	\$ 295,354.24	\$ 626,164.48	189.28%
2038	\$ 340,734.54	\$ 304,214.87	\$ 644,949.41	189.28%
2039	\$ 350,956.58	\$ 313,341.32	\$ 664,297.89	189.28%
2040	\$ 361,485.27	\$ 322,741.56	\$ 684,226.83	189.28%
2041	\$ 372,329.83	\$ 332,423.80	\$ 704,753.63	189.28%
2042	\$ 383,499.73	\$ 342,396.52	\$ 725,896.24	189.28%
2043	\$ 395,004.72	\$ 352,668.41	\$ 747,673.13	189.28%
2044	\$ 406,854.86	\$ 363,248.47	\$ 770,103.32	189.28%
2045	\$ 419,060.51	\$ 374,145.92	\$ 793,206.42	189.28%
2046	\$ 431,632.32	\$ 385,370.30	\$ 817,002.62	189.28%
2047	\$ 444,581.29	\$ 396,931.41	\$ 841,512.70	189.28%
2048	\$ 457,918.73	\$ 408,839.35	\$ 866,758.08	189.28%
2049	\$ 471,656.29	\$ 421,104.53	\$ 892,760.82	189.28%
2050	\$ 485,805.98	\$ 433,737.66	\$ 919,543.64	189.28%
2051	\$ 500,380.16	\$ 446,749.79	\$ 947,129.95	189.28%
2052	\$ 515,391.56	\$ 460,152.29	\$ 975,543.85	189.28%
2053	\$ 530,853.31	\$ 473,956.86	\$ 1,004,810.17	189.28%
2054	\$ 546,778.91	\$ 488,175.56	\$ 1,034,954.47	189.28%
2055	\$ 563,182.28	\$ 502,820.83	\$ 1,066,003.11	189.28%
2056	\$ 580,077.74	\$ 517,905.45	\$ 1,097,983.20	189.28%
2057	\$ 597,480.08	\$ 533,442.62	\$ 1,130,922.69	189.28%
2058	\$ 615,404.48	\$ 549,445.90	\$ 1,164,850.38	189.28%
2059	\$ 633,866.61	\$ 565,929.27	\$ 1,199,795.89	189.28%
2060	\$ 652,882.61	\$ 582,907.15	\$ 1,235,789.76	189.28%
2061	\$ 672,469.0908	\$ 600,394.37	\$ 1,272,863.46	189.28%

Overview of Work Performed

Step 12: Re-Ran the figures of the Current Funding Model with Recommended Consolidated CRFs Model to determine **needed increase** in Vehicle and Equipment funding

171% Increase required

Current Model Shortfall; CIP Model Combined CRFs				
	Current CIP WA Rec	Add CIP Funding Need	Total Needed	Increase Needed
2020	\$ -	\$ -	\$ -	
2021	\$ 206,150.00	\$ 147,055.00	\$ 353,205.00	
2022	\$ 212,334.50	\$ 150,926.65	\$ 363,261.15	171.08%
2023	\$ 218,704.54	\$ 154,914.45	\$ 373,618.98	170.83%
2024	\$ 225,265.67	\$ 159,021.88	\$ 384,287.55	170.59%
2025	\$ 232,023.64	\$ 163,252.54	\$ 395,276.18	170.36%
2026	\$ 238,984.35	\$ 167,610.12	\$ 406,594.47	170.13%
2027	\$ 246,153.88	\$ 172,098.42	\$ 418,252.30	169.91%
2028	\$ 253,538.50	\$ 158,721.37	\$ 412,259.87	162.60%
2029	\$ 261,144.65	\$ 163,483.01	\$ 424,627.67	162.60%
2030	\$ 268,978.99	\$ 168,387.50	\$ 437,366.50	162.60%
2031	\$ 277,048.36	\$ 173,439.13	\$ 450,487.49	162.60%
2032	\$ 285,359.81	\$ 178,642.30	\$ 464,002.11	162.60%
2033	\$ 293,920.61	\$ 184,001.57	\$ 477,922.18	162.60%
2034	\$ 302,738.23	\$ 189,521.62	\$ 492,259.84	162.60%
2035	\$ 311,820.37	\$ 195,207.27	\$ 507,027.64	162.60%
2036	\$ 321,174.98	\$ 201,063.48	\$ 522,238.47	162.60%
2037	\$ 330,810.23	\$ 207,095.39	\$ 537,905.62	162.60%
2038	\$ 340,734.54	\$ 213,308.25	\$ 554,042.79	162.60%
2039	\$ 350,956.58	\$ 219,707.50	\$ 570,664.07	162.60%
2040	\$ 361,485.27	\$ 226,298.72	\$ 587,784.00	162.60%
2041	\$ 372,329.83	\$ 233,087.69	\$ 605,417.52	162.60%
2042	\$ 383,499.73	\$ 240,080.32	\$ 623,580.04	162.60%
2043	\$ 395,004.72	\$ 247,282.73	\$ 642,287.44	162.60%
2044	\$ 406,854.86	\$ 254,701.21	\$ 661,556.07	162.60%
2045	\$ 419,060.51	\$ 262,342.24	\$ 681,402.75	162.60%
2046	\$ 431,632.32	\$ 270,212.51	\$ 701,844.83	162.60%
2047	\$ 444,581.29	\$ 278,318.89	\$ 722,900.18	162.60%
2048	\$ 457,918.73	\$ 286,668.45	\$ 744,587.18	162.60%
2049	\$ 471,656.29	\$ 295,268.51	\$ 766,924.80	162.60%
2050	\$ 485,805.98	\$ 304,126.56	\$ 789,932.54	162.60%
2051	\$ 500,380.16	\$ 313,250.36	\$ 813,630.52	162.60%
2052	\$ 515,391.56	\$ 322,647.87	\$ 838,039.43	162.60%
2053	\$ 530,853.31	\$ 332,327.31	\$ 863,180.62	162.60%
2054	\$ 546,778.91	\$ 342,297.12	\$ 889,076.03	162.60%
2055	\$ 563,182.28	\$ 352,566.04	\$ 915,748.31	162.60%
2056	\$ 580,077.74	\$ 363,143.02	\$ 943,220.76	162.60%
2057	\$ 597,480.08	\$ 374,037.31	\$ 971,517.39	162.60%
2058	\$ 615,404.48	\$ 385,258.43	\$ 1,000,662.91	162.60%
2059	\$ 633,866.61	\$ 396,816.18	\$ 1,030,682.80	162.60%
2060	\$ 652,882.61	\$ 408,720.67	\$ 1,061,603.28	162.60%
2061	\$ 672,469.09	\$ 420,982.29	\$ 1,093,451.38	162.60%

Overview of Work Performed

Step 13: Evaluated the effectiveness of using a [Recommended Consolidated CRF Model](#) vs. [Current Multi CRF Model](#)

-11.5%
reduction in
funding needed

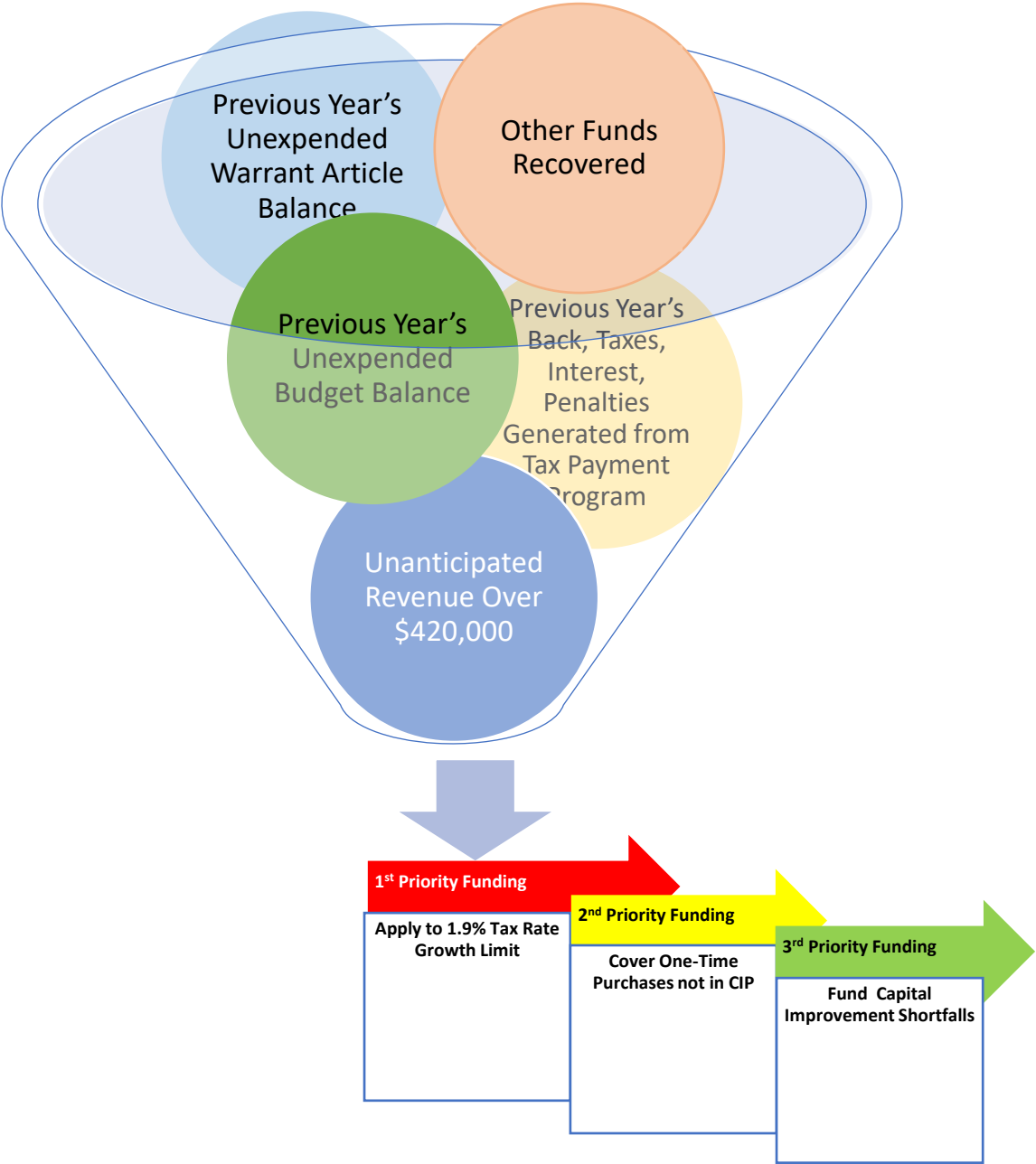
Current Model; CIP Only Multit & Singular CFR				
	CIP Only Multi-CRF	CIP Only Combined CRFs	Total Saved	Percent Saved
2020	\$ -	\$ -	\$ -	-
2021	\$ 410,730.00	\$ 363,261.15	\$ (47,468.85)	-11.56%
2022	\$ 423,051.90	\$ 373,618.98	\$ (49,432.92)	-11.68%
2023	\$ 435,743.46	\$ 384,287.55	\$ (51,455.90)	-11.81%
2024	\$ 448,815.76	\$ 395,276.18	\$ (53,539.58)	-11.93%
2025	\$ 462,280.23	\$ 406,594.47	\$ (55,685.77)	-12.05%
2026	\$ 476,148.64	\$ 418,252.30	\$ (57,896.34)	-12.16%
2027	\$ 490,433.10	\$ 412,259.87	\$ (78,173.23)	-15.94%
2028	\$ 479,902.93	\$ 424,627.67	\$ (55,275.27)	-11.52%
2029	\$ 494,300.02	\$ 437,366.50	\$ (56,933.52)	-11.52%
2030	\$ 509,129.02	\$ 450,487.49	\$ (58,641.53)	-11.52%
2031	\$ 524,402.89	\$ 464,002.11	\$ (60,400.78)	-11.52%
2032	\$ 540,134.98	\$ 477,922.18	\$ (62,212.80)	-11.52%
2033	\$ 556,339.03	\$ 492,259.84	\$ (64,079.18)	-11.52%
2034	\$ 573,029.20	\$ 507,027.64	\$ (66,001.56)	-11.52%
2035	\$ 590,220.07	\$ 522,238.47	\$ (67,981.61)	-11.52%
2036	\$ 607,926.68	\$ 537,905.62	\$ (70,021.05)	-11.52%
2037	\$ 626,164.48	\$ 554,042.79	\$ (72,121.69)	-11.52%
2038	\$ 644,949.41	\$ 570,664.07	\$ (74,285.34)	-11.52%
2039	\$ 664,297.89	\$ 587,784.00	\$ (76,513.90)	-11.52%
2040	\$ 684,226.83	\$ 605,417.52	\$ (78,809.31)	-11.52%
2041	\$ 704,753.63	\$ 623,580.04	\$ (81,173.59)	-11.52%
2042	\$ 725,896.24	\$ 642,287.44	\$ (83,608.80)	-11.52%
2043	\$ 747,673.13	\$ 661,556.07	\$ (86,117.06)	-11.52%
2044	\$ 770,103.32	\$ 681,402.75	\$ (88,700.58)	-11.52%
2045	\$ 793,206.42	\$ 701,844.83	\$ (91,361.59)	-11.52%
2046	\$ 817,002.62	\$ 722,900.18	\$ (94,102.44)	-11.52%
2047	\$ 841,512.70	\$ 744,587.18	\$ (96,925.51)	-11.52%
2048	\$ 866,758.08	\$ 766,924.80	\$ (99,833.28)	-11.52%
2049	\$ 892,760.82	\$ 789,932.54	\$ (102,828.28)	-11.52%
2050	\$ 919,543.64	\$ 813,630.52	\$ (105,913.13)	-11.52%
2051	\$ 947,129.95	\$ 838,039.43	\$ (109,090.52)	-11.52%
2052	\$ 975,543.85	\$ 863,180.62	\$ (112,363.24)	-11.52%
2053	\$ 1,004,810.17	\$ 889,076.03	\$ (115,734.13)	-11.52%
2054	\$ 1,034,954.47	\$ 915,748.31	\$ (119,206.16)	-11.52%
2055	\$ 1,066,003.11	\$ 943,220.76	\$ (122,782.34)	-11.52%
2056	\$ 1,097,983.20	\$ 971,517.39	\$ (126,465.81)	-11.52%
2057	\$ 1,130,922.69	\$ 1,000,662.91	\$ (130,259.79)	-11.52%
2058	\$ 1,164,850.38	\$ 1,030,682.80	\$ (134,167.58)	-11.52%
2059	\$ 1,199,795.89	\$ 1,061,603.28	\$ (138,192.61)	-11.52%
2060	\$ 1,235,789.76	\$ 1,093,451.38	\$ (142,338.39)	-11.52%
2061	\$ 1,272,863.46	\$ 1,093,451.38	\$ (179,412.08)	-14.10%

Overview of Work Performed

Step 14: Re-ran Combined figures of each CRF to isolate Town-wide funding shortfalls or surpluses across 40-years using [Proposed Funding Model](#) and [Current Multi-CRF Model](#):

- \$345,000 Annual CIP Warrant Article
- Approximately \$200,000 dedicated to Vehicles & Equipment
- 3% Annual Increase
- Using Stabilized Revitalization Warrant Article
- Leverage Other Funding Sources (e.g. Special Revenue Funds, Detail Fund)

This concept was adopted by the Raymond Board of Selectmen in 2019 in the Town Fiscal Principles Policy



Overview of Work Performed

Although There still
were funding
shortfalls in
individual CRFs
Total Funds (if
consolidated) will
cover sporadic
localized funding
gaps and even
appears to be
surplus funding

Year	FD Ending	DPW Ending	Parks Ending	HWY Equip Ending	PD Ending	CRF Totals
2020	\$ 140,627.31	\$ 266,718.17	\$ 124,260.00	\$ 270,516.44	\$ 211,233.20	\$ 1,013,355.12
2021	\$ 370,627.31	\$ 277,718.17	\$ 6,110.00	\$ 345,516.44	\$ 386,233.20	\$ 1,386,205.12
2022	\$ 603,627.31	\$ 319,918.17	\$ 3,785.50	\$ 211,866.44	\$ 372,104.98	\$ 1,511,302.40
2023	\$ 839,717.31	\$ 245,354.17	\$ 20,296.27	\$ 204,606.94	\$ 357,708.48	\$ 1,667,683.16
2024	\$ 378,990.01	\$ 99,063.25	\$ 37,152.35	\$ 3,779.66	\$ 366,476.69	\$ 885,461.96
2025	\$ 621,540.89	\$ 209,083.60	\$ 47,364.12	\$ 24,427.55	\$ 309,616.46	\$ 1,212,032.63
2026	\$ 767,468.30	\$ 320,454.57	\$ 64,942.25	\$ 6,594.88	\$ 283,678.88	\$ 1,443,138.88
2027	\$ 1,016,873.53	\$ 218,216.66	\$ 82,897.71	\$ 50,327.24	\$ 347,601.57	\$ 1,715,916.70
2028	\$ 1,269,860.91	\$ 196,411.61	\$ 101,241.85	\$ 105,671.56	\$ 288,761.26	\$ 1,961,947.20
2029	\$ 1,526,537.92	\$ 179,082.42	\$ 119,986.30	\$ 162,676.22	\$ 261,492.92	\$ 2,249,775.77
2030	\$ 537,015.24	\$ 76,273.34	\$ 139,143.09	\$ 221,391.01	\$ 327,569.74	\$ 1,301,392.42
2031	\$ 1,406.88	\$ 195,030.00	\$ 158,724.58	\$ 281,867.25	\$ 299,580.30	\$ 936,609.01
2032	\$ 269,830.27	\$ 315,399.35	\$ 178,743.52	\$ 344,157.77	\$ 235,290.28	\$ 1,343,421.19
2033	\$ 542,406.35	\$ 437,429.79	\$ 8,161.07	\$ 408,317.01	\$ 266,836.83	\$ 1,663,151.05
2034	\$ 819,259.73	\$ 561,171.14	\$ 2,718.08	\$ 474,401.03	\$ 238,084.33	\$ 2,095,634.30
2035	\$ 1,100,518.70	\$ 686,674.73	\$ 24,129.68	\$ 542,467.56	\$ 217,630.75	\$ 2,571,421.42
2036	\$ 1,386,315.44	\$ 813,993.42	\$ 46,033.63	\$ 612,576.10	\$ 236,658.95	\$ 3,095,577.54
2037	\$ 1,676,786.08	\$ 792,339.27	\$ 58,464.37	\$ 684,787.89	\$ 222,722.26	\$ 3,435,099.87
2038	\$ 1,972,070.85	\$ 820,751.97	\$ 81,397.76	\$ 759,166.03	\$ 209,273.49	\$ 3,842,660.10
2039	\$ 2,272,314.15	\$ 661,792.72	\$ 104,869.16	\$ 835,775.52	\$ 293,158.37	\$ 4,167,909.92
2040	\$ 1,403,692.46	\$ 387,732.82	\$ 128,894.70	\$ 914,683.29	\$ 212,152.05	\$ 3,047,155.32
2041	\$ 1,714,303.58	\$ 524,977.27	\$ 153,491.01	\$ 995,958.30	\$ 123,207.82	\$ 3,511,937.97
2042	\$ 2,030,333.04	\$ 664,389.05	\$ 178,675.20	\$ 700,388.19	\$ 235,877.57	\$ 3,809,663.06
2043	\$ 2,351,943.38	\$ 461,021.30	\$ 204,464.93	\$ 633,093.39	\$ 226,302.59	\$ 3,876,825.59
2044	\$ 1,415,024.16	\$ 386,724.69	\$ 230,878.34	\$ 216,193.64	\$ 129,374.25	\$ 2,378,195.08
2045	\$ 1,748,303.58	\$ 319,610.50	\$ (14,460.25)	\$ 253,486.04	\$ 249,044.95	\$ 2,555,984.80
2046	\$ 1,907,070.24	\$ 115,326.20	\$ (24,349.45)	\$ 221,278.26	\$ 223,501.90	\$ 2,442,827.15
2047	\$ 2,252,729.37	\$ 266,589.85	\$ 4,049.56	\$ 300,263.75	\$ 219,185.92	\$ 3,042,818.45
2048	\$ 2,604,858.27	\$ 420,441.41	\$ 33,150.55	\$ 400,221.76	\$ 285,034.81	\$ 3,743,706.79
2049	\$ 2,963,651.04	\$ 576,958.51	\$ 48,745.00	\$ 503,178.50	\$ 186,076.61	\$ 4,278,609.67
2050	\$ 1,071,668.55	\$ 736,221.13	\$ 79,313.74	\$ 609,223.95	\$ 178,331.44	\$ 2,674,758.81
2051	\$ (494.19)	\$ 898,311.63	\$ 110,649.54	\$ 718,450.76	\$ 319,768.59	\$ 2,046,686.33
2052	\$ 379,513.84	\$ 1,063,314.85	\$ 142,775.41	\$ 830,954.38	\$ 237,136.65	\$ 2,653,695.13
2053	\$ 767,022.12	\$ 989,260.38	\$ 175,715.06	\$ 946,833.10	\$ 245,689.87	\$ 3,124,520.52
2054	\$ 1,162,255.64	\$ 995,548.49	\$ 209,492.89	\$ 1,066,188.19	\$ 407,863.21	\$ 3,841,348.42
2055	\$ 1,565,446.17	\$ 701,159.64	\$ 244,134.07	\$ 1,189,123.93	\$ 411,969.67	\$ 4,111,833.48
2056	\$ 1,976,832.42	\$ 222,068.04	\$ 279,664.47	\$ 1,315,747.74	\$ 303,761.00	\$ 4,098,073.66
2057	\$ 2,396,660.25	\$ 402,999.17	\$ (72,258.50)	\$ 1,446,170.26	\$ 420,219.51	\$ 4,593,790.68
2058	\$ 2,825,182.92	\$ 587,408.24	\$ (88,486.94)	\$ 1,580,505.46	\$ 445,734.73	\$ 5,350,344.40
2059	\$ 3,262,661.26	\$ 221,756.78	\$ (50,125.54)	\$ 1,718,870.72	\$ 446,575.16	\$ 5,599,738.38
2060	\$ 1,589,039.40	\$ 63,226.61	\$ (10,763.30)	\$ 1,861,386.93	\$ 566,462.79	\$ 4,069,352.43
2061	\$ 2,045,243.18	\$ (83,777.89)	\$ 9,341.86	\$ 2,008,178.63	\$ 575,056.60	\$ 4,554,042.38

Overview of Work Performed

Under the
[Proposed Funding Model](#) of using
Revitalization
Warrant Articles.

Only 43% of the of
Investment
required for V&E
comes from the CIP
Warrant Article,
helping to keep
taxes low

Funding Model Multi CRF				
	Combined CIP WA	Combined Rev WA	Total Funded	By Percent from Taxes
Year				
2020	\$ -	\$ -	\$ -	
2021	\$ 206,150.00	\$ 262,500.00	\$ 468,650.00	43.99%
2022	\$ 212,334.50	\$ 262,500.00	\$ 474,834.50	44.72%
2023	\$ 218,704.54	\$ 262,500.00	\$ 481,204.54	45.45%
2024	\$ 225,265.67	\$ 262,500.00	\$ 487,765.67	46.18%
2025	\$ 232,023.64	\$ 232,500.00	\$ 464,523.64	49.95%
2026	\$ 238,984.35	\$ 232,500.00	\$ 471,484.35	50.69%
2027	\$ 246,153.88	\$ 232,500.00	\$ 478,653.88	51.43%
2028	\$ 253,538.50	\$ 232,500.00	\$ 486,038.50	52.16%
2029	\$ 261,144.65	\$ 232,500.00	\$ 493,644.65	52.90%
2030	\$ 268,978.99	\$ 232,500.00	\$ 501,478.99	53.64%
2031	\$ 277,048.36	\$ 232,500.00	\$ 509,548.36	54.37%
2032	\$ 285,359.81	\$ 232,500.00	\$ 517,859.81	55.10%
2033	\$ 293,920.61	\$ 232,500.00	\$ 526,420.61	55.83%
2034	\$ 302,738.23	\$ 232,500.00	\$ 535,238.23	56.56%
2035	\$ 311,820.37	\$ 232,500.00	\$ 544,320.37	57.29%
2036	\$ 321,174.98	\$ 232,500.00	\$ 553,674.98	58.01%
2037	\$ 330,810.23	\$ 232,500.00	\$ 563,310.23	58.73%
2038	\$ 340,734.54	\$ 232,500.00	\$ 573,234.54	59.44%
2039	\$ 350,956.58	\$ 232,500.00	\$ 583,456.58	60.15%
2040	\$ 361,485.27	\$ 232,500.00	\$ 593,985.27	60.86%
2041	\$ 372,329.83	\$ 232,500.00	\$ 604,829.83	61.56%
2042	\$ 383,499.73	\$ 232,500.00	\$ 615,999.73	62.26%
2043	\$ 395,004.72	\$ 232,500.00	\$ 627,504.72	62.95%
2044	\$ 406,854.86	\$ 232,500.00	\$ 639,354.86	63.64%
2045	\$ 419,060.51	\$ 232,500.00	\$ 651,560.51	64.32%
2046	\$ 431,632.32	\$ 232,500.00	\$ 664,132.32	64.99%
2047	\$ 444,581.29	\$ 232,500.00	\$ 677,081.29	65.66%
2048	\$ 457,918.73	\$ 232,500.00	\$ 690,418.73	66.32%
2049	\$ 471,656.29	\$ 232,500.00	\$ 704,156.29	66.98%
2050	\$ 485,805.98	\$ 232,500.00	\$ 718,305.98	67.63%
2051	\$ 500,380.16	\$ 232,500.00	\$ 732,880.16	68.28%
2052	\$ 515,391.56	\$ 232,500.00	\$ 747,891.56	68.91%
2053	\$ 530,853.31	\$ 232,500.00	\$ 763,353.31	69.54%
2054	\$ 546,778.91	\$ 232,500.00	\$ 779,278.91	70.16%
2055	\$ 563,182.28	\$ 232,500.00	\$ 795,682.28	70.78%
2056	\$ 580,077.74	\$ 232,500.00	\$ 812,577.74	71.39%
2057	\$ 597,480.08	\$ 232,500.00	\$ 829,980.08	71.99%
2058	\$ 615,404.48	\$ 232,500.00	\$ 847,904.48	72.58%
2059	\$ 633,855.61	\$ 232,500.00	\$ 866,355.61	73.16%

Overview of Work Performed

Step 15: Re-Ran the figures of the [Proposed Funding Model](#) with [Recommended Consolidated CRFs Model](#) to determine potential cost savings to the taxpayer for Vehicle and Equipment funding

-16%
reduction in
funding needed

Consolidated CRF Model
would have cut 2021 needed V&E Funding
by
Est \$33,000 1st Year

Current Model; CIP Only Multit & Singular CFR					
	FM Multi CRF CIP Funding	FM Combined CRFs CIP Funding	Total Saved	Percent Saved	
2020	\$ -	\$ -	\$ -	-	
2021	\$ 206,150.00	\$ 172,398.00	\$ (33,752.00)	-16.37%	
2022	\$ 212,334.50	\$ 177,569.94	\$ (34,764.56)	-16.37%	
2023	\$ 218,704.54	\$ 182,897.04	\$ (35,807.50)	-16.37%	
2024	\$ 225,265.67	\$ 188,383.95	\$ (36,881.72)	-16.37%	
2025	\$ 232,023.64	\$ 194,035.47	\$ (37,988.17)	-16.37%	
2026	\$ 238,984.35	\$ 199,856.53	\$ (39,127.82)	-16.37%	
2027	\$ 246,153.88	\$ 205,852.23	\$ (40,301.65)	-16.37%	
2028	\$ 253,538.50	\$ 212,027.79	\$ (41,510.70)	-16.37%	
2029	\$ 261,144.65	\$ 218,388.63	\$ (42,756.02)	-16.37%	
2030	\$ 268,978.99	\$ 224,940.29	\$ (44,038.70)	-16.37%	
2031	\$ 277,048.36	\$ 231,688.50	\$ (45,359.87)	-16.37%	
2032	\$ 285,359.81	\$ 238,639.15	\$ (46,720.66)	-16.37%	
2033	\$ 293,920.61	\$ 245,798.33	\$ (48,122.28)	-16.37%	
2034	\$ 302,738.23	\$ 253,172.28	\$ (49,565.95)	-16.37%	
2035	\$ 311,820.37	\$ 260,767.44	\$ (51,052.93)	-16.37%	
2036	\$ 321,174.98	\$ 268,590.47	\$ (52,584.52)	-16.37%	
2037	\$ 330,810.23	\$ 276,648.18	\$ (54,162.05)	-16.37%	
2038	\$ 340,734.54	\$ 284,947.63	\$ (55,786.91)	-16.37%	
2039	\$ 350,956.58	\$ 293,496.05	\$ (57,460.52)	-16.37%	
2040	\$ 361,485.27	\$ 302,300.94	\$ (59,184.34)	-16.37%	
2041	\$ 372,329.83	\$ 311,369.96	\$ (60,959.87)	-16.37%	
2042	\$ 383,499.73	\$ 320,711.06	\$ (62,788.66)	-16.37%	
2043	\$ 395,004.72	\$ 330,332.40	\$ (64,672.32)	-16.37%	
2044	\$ 406,854.86	\$ 340,242.37	\$ (66,612.49)	-16.37%	
2045	\$ 419,060.51	\$ 350,449.64	\$ (68,610.87)	-16.37%	
2046	\$ 431,632.32	\$ 360,963.13	\$ (70,669.19)	-16.37%	
2047	\$ 444,581.29	\$ 371,792.02	\$ (72,789.27)	-16.37%	
2048	\$ 457,918.73	\$ 382,945.78	\$ (74,972.95)	-16.37%	
2049	\$ 471,656.29	\$ 394,434.16	\$ (77,222.13)	-16.37%	
2050	\$ 485,805.98	\$ 406,267.18	\$ (79,538.80)	-16.37%	
2051	\$ 500,380.16	\$ 418,455.20	\$ (81,924.96)	-16.37%	
2052	\$ 515,391.56	\$ 431,008.85	\$ (84,382.71)	-16.37%	
2053	\$ 530,853.31	\$ 443,939.12	\$ (86,914.19)	-16.37%	
2054	\$ 546,778.91	\$ 457,257.29	\$ (89,521.62)	-16.37%	
2055	\$ 563,182.28	\$ 470,975.01	\$ (92,207.27)	-16.37%	
2056	\$ 580,077.74	\$ 485,104.26	\$ (94,973.49)	-16.37%	
2057	\$ 597,480.08	\$ 499,657.39	\$ (97,822.69)	-16.37%	
2058	\$ 615,404.48	\$ 514,647.11	\$ (100,757.37)	-16.37%	
2059	\$ 633,866.61	\$ 530,086.52	\$ (103,780.09)	-16.37%	
2060	\$ 652,883.64	\$ 545,888.13	\$ (106,995.51)	-16.37%	

Overview of Work Performed

Step 16: Re-Ran the figures of the [Proposed Funding Model & Recommended Consolidated](#) CRFs Model against [Current Funding Model and Current Multi-CRF Model](#)

-58%

reduction in Tax Impact
funding needed

Achieves a Long-Term Funded
CIP Strategy with only a 3%
increase annually

Current Model: CIP Only w/Multi-CRFs vs. Recommend FM & Singular CFR				
	FM Multi CRF CIP Funding	FM Combined CRFs CIP Funding	Total Saved	Percent Saved
2020	\$ -	\$ -	\$ -	-
2021	\$ 410,730.00	\$ 172,398.00	\$ (238,332.00)	-58.03%
2022	\$ 423,051.90	\$ 177,569.94	\$ (245,481.96)	-58.03%
2023	\$ 435,743.46	\$ 182,897.04	\$ (252,846.42)	-58.03%
2024	\$ 448,815.76	\$ 188,383.95	\$ (260,431.81)	-58.03%
2025	\$ 462,280.23	\$ 194,035.47	\$ (268,244.77)	-58.03%
2026	\$ 476,148.64	\$ 199,856.53	\$ (276,292.11)	-58.03%
2027	\$ 490,433.10	\$ 205,852.23	\$ (284,580.87)	-58.03%
2028	\$ 479,902.93	\$ 212,027.79	\$ (267,875.14)	-55.82%
2029	\$ 494,300.02	\$ 218,388.63	\$ (275,911.39)	-55.82%
2030	\$ 509,129.02	\$ 224,940.29	\$ (284,188.73)	-55.82%
2031	\$ 524,402.89	\$ 231,688.50	\$ (292,714.39)	-55.82%
2032	\$ 540,134.98	\$ 238,639.15	\$ (301,495.83)	-55.82%
2033	\$ 556,339.03	\$ 245,798.33	\$ (310,540.70)	-55.82%
2034	\$ 573,029.20	\$ 253,172.28	\$ (319,856.92)	-55.82%
2035	\$ 590,220.07	\$ 260,767.44	\$ (329,452.63)	-55.82%
2036	\$ 607,926.68	\$ 268,590.47	\$ (339,336.21)	-55.82%
2037	\$ 626,164.48	\$ 276,648.18	\$ (349,516.30)	-55.82%
2038	\$ 644,949.41	\$ 284,947.63	\$ (360,001.78)	-55.82%
2039	\$ 664,297.89	\$ 293,496.05	\$ (370,801.84)	-55.82%
2040	\$ 684,226.83	\$ 302,300.94	\$ (381,925.89)	-55.82%
2041	\$ 704,753.63	\$ 311,369.96	\$ (393,383.67)	-55.82%
2042	\$ 725,896.24	\$ 320,711.06	\$ (405,185.18)	-55.82%
2043	\$ 747,673.13	\$ 330,332.40	\$ (417,340.74)	-55.82%
2044	\$ 770,103.32	\$ 340,242.37	\$ (429,860.96)	-55.82%
2045	\$ 793,206.42	\$ 350,449.64	\$ (442,756.79)	-55.82%
2046	\$ 817,002.62	\$ 360,963.13	\$ (456,039.49)	-55.82%
2047	\$ 841,512.70	\$ 371,792.02	\$ (469,720.67)	-55.82%
2048	\$ 866,758.08	\$ 382,945.78	\$ (483,812.29)	-55.82%
2049	\$ 892,760.82	\$ 394,434.16	\$ (498,326.66)	-55.82%
2050	\$ 919,543.64	\$ 406,267.18	\$ (513,276.46)	-55.82%
2051	\$ 947,129.95	\$ 418,455.20	\$ (528,674.76)	-55.82%
2052	\$ 975,543.85	\$ 431,008.85	\$ (544,535.00)	-55.82%
2053	\$ 1,004,810.17	\$ 443,939.12	\$ (560,871.05)	-55.82%
2054	\$ 1,034,954.47	\$ 457,257.29	\$ (577,697.18)	-55.82%
2055	\$ 1,066,003.11	\$ 470,975.01	\$ (595,028.10)	-55.82%
2056	\$ 1,097,983.20	\$ 485,104.26	\$ (612,878.94)	-55.82%
2057	\$ 1,130,922.69	\$ 499,657.39	\$ (631,265.31)	-55.82%
2058	\$ 1,164,850.38	\$ 514,647.11	\$ (650,203.27)	-55.82%

Recommended Corrective Actions

Recommend Capital Improvement Committee Adopt the Following Methodology for Town CIP:

- ✓ Consolidate Town Recommendations to CIP Committee through Town CIP Working Group
 - a) Eliminates competition between Departments for finite resources
 - b) Prioritizes “Town-wide Need” vs. Department need
 - c) Streamlines and creates efficiency in the entire CIP Process
 - d) Validated annually by Working Group; proposed to CIP Committee
 - e) Mirrors the Town’s approach with Budget Consolidation of effort and working relationship with the Budget Committee
- ✓ Use [Proposed Revitalization Funding Model](#) to achieve a “funded” Capital Improvement Plan
- Adopt a 3% increase on CIP Warrant Article starting in 2021 (+\$10,300)
- Adopt Town Working Group Proposed CIP Warrant Article with recommended distributions
- Include Towns highest CIP liability, Roads, Bridges, Facilities, Water & Cemeteries in planning process (done through working group)
- Dedicate 2021 working sessions to achieve [Recommended Consolidated of CRF Model](#) by Categories vs. Departments:
 - Town Vehicles and Equipment
 - Town Facilities
 - Town Roads and Bridges
 - Town Parks & Cemeteries
 - Town Water Infrastructure
 - Town Administrative Actions
 - Town Technologies
- Eliminate Unused CRFs & re-captitalize funds (Health Insurance \$1,285.16; Rec Dept \$23,699.44; Sidewalk \$3,564.91)
- Dedicate 2021 for the Town Working Group to apply same strategy to the above proposed CRF categories

Recommended CIP Warrant Article

Warrant Article X – Capital Improvements:

Shall the Town of Raymond vote to raise and appropriate the sum of **Three Hundred, Fifty-Five Thousand, Three Hundred and Fifty Dollars (\$355,350.00)** to be deposited into previously established Capital Reserve Funds (listed below) and to apportion this sum among the several funds as listed below, naming the Board of Selectmen as agents thereof?

General Government Buildings Maintenance & Improvements	\$ 115,000.00
Highway Department Vehicle Repair & Replacement	\$ 40,000.00
Highway Department Heavy Equipment	\$ 45,000.00
Bridge & Culvert	\$ 34,500.00
Sidewalks	\$ 0
Master Plan Updates	\$ 0
New Town Facilities	\$ 0
Library	\$ 0
Police Department & Dispatch Equipment, Vehicle, & Facilities	\$ 10,300
Fire Department Equipment and Vehicle	\$ 100,000.00
Recreation Department Equipment, Vehicles & Facilities	\$ 0
Parks Equipment & Facilities	<u>\$ 10,500.00</u>
TOTALS TO CAPITAL RESERVE FUND	\$ 355,350.00

(Note; \$205,850 (57%) is for V&E)

Recommended Revitalization Warrant Articles

New*

Warrant Article X – Town Vehicle and Equipment Revitalization Capital Reserve Fund:

To see if the town will vote to establish a Vehicle and Equipment Revitalization Capital Reserve Fund under the provisions of RSA 35:1 for purpose of supporting the Town's five-year strategic initiative to upgrade and render safe the Town's road infrastructure systems and to raise and appropriate the sum of **Two Hundred Sixty-Two Thousand and Five Hundred Dollars (\$262,500.00)** to be placed in this fund. These funds are to be used in conjunction with the funds received from other municipal vehicle and equipment funds to address sustained underfunding of municipal capital investment for Town vehicles and equipment. This sum is to come from the unassigned fund balance and no amount will be raised through future taxation. Further, to name the Board of Selectmen as agents to expend from said fund. (Majority Vote Required)

Recommended by the

Recommended by the

Estimated 2021 Tax Impact: \$0.000

Recommended Revitalization Warrant Articles

Warrant Article X – Establish Road Revitalization Capital Reserve Fund:

To see if the town will vote to establish a Road Revitalization Capital Reserve Fund under the provisions of RSA 35:1 for purpose of supporting the Town's five-year strategic initiative to upgrade and render safe the Town's road infrastructure systems and to raise and appropriate the sum of **Three Hundred Thousand Dollars (\$300,000.00)** to be placed in this fund. These funds are to be used in conjunction with the funds received from the Road Reconstruction fund to address sustained underfunding of municipal capital investment for Town roads, culverts and bridges. return the Town Roads to a maintainable condition. This sum is to come from the unassigned fund balance and no amount will be raised through future taxation. Further, to name the Board of Selectmen as agents to expend from said fund. (Majority Vote Required)

Recommended by the

Recommended by the

Estimated 2021 Tax Impact: \$0.000

Recommended Revitalization Warrant Articles

Warrant Article X – Establish Facility Revitalization Capital Reserve Fund:

To see if the town will vote to establish a Facility Revitalization Capital Reserve Fund under the provisions of RSA 35:1 for purpose of supporting the Town's five-year strategic initiative to upgrade and render safe the Town's road infrastructure systems and to raise and appropriate the sum of **Seven Hundred Thousand Dollars (\$700,000.00)** to be placed in this fund. These funds are to be used in conjunction with the funds received from other municipal facility funds to address sustained underfunding of municipal capital investment for Town facilities. In addition, portions of these funds may be utilized to cover the cost of relocation and storage of equipment to support facility upgrade efforts. This sum is to come from the unassigned fund balance and no amount will be raised through future taxation. Further, to name the Board of Selectmen as agents to expend from said fund. (Majority Vote Required)

Recommended by the

Recommended by the

Estimated 2021 Tax Impact: \$0.000

Overall Capital Funding & Fiscal Projections

The Recommended Appropriation Package represents an estimated:

- **\$2.4M** investment Capital Funding; **70% (\$1.7M)** from sources other than future taxation (includes Block Grant):
 - 2021 Road Funding Package of approximately **\$941,000** (includes Block Grant)
 - 2021 Facility Funding Package of approximately **\$815,000.00**
 - 2021 Water Funding Package of approximately **\$250,000.00 (25% Increase from 2020 & 357% from 2019)**
 - 2021 Vehicle and Equipment Funding Package of approximately **\$425,300.00**
- **-1.85% reduction** in the Town Operational Budget (**-\$143,582**)
- **-\$122,782 reduction** in Total Tax Funded Appropriations (Budget and WAs)
- **\$420,000** deliberate growth in the Unassigned Fund Balance
 - 2018 Audited; \$3,672,496 [+11.4%]; 2019 Unaudited estimate of \$4,506,299 [+9.3%])
- **Second Consecutive year with an overall reduction of -\$120,000+**
- **Likely to result in 3rd consecutive year in Municipal Tax Cuts (2020 Tax Rate still pending)**

Questions

PLANNING BOARD RECOMMENDATIONS TO CIP 10/4/2022 :

The Planning Board recommends to the CIP to add to their work product the need for a study for our municipal water system capacity and assessment with comprehensive testing to include arsenic, a study to assess the current percent of impervious surface in Raymond , it's impacts, and how that compares to the average of the surrounding communities, how food processing establishments can impact our community, and what effect commercial and emergency water withdrawals have on the towns water resources as required by RSA 674:22 II.

The Planning Board recommends to the CIP that they add to their work product the desire to establish impact fees and suggestions on how to make that a reality next year.

The Planning Board recommends to the CIP that to increase available funds for CIP the town should consider charging applicants an hourly rate based on the salaries of attending TRC members at conceptual and review meetings. I suggest these fees could be added to the filing fee and, whether or not the fees are returned to the applicant for any reason, the cost of the TRC meeting would be retained. Currently we have the heads of our most vital departments on call to help developers at the expense of the taxpayers, this burden should be on the applicant.